

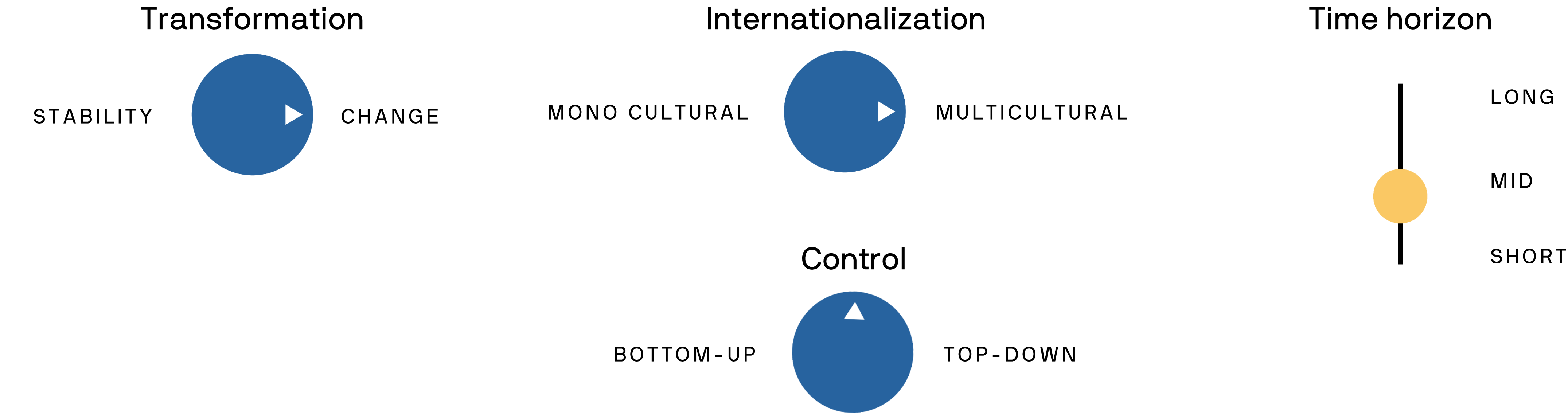
The Leadership Team Map



CLIENT

A leading global player in the automotive industry

- > 50,000 employees worldwide
- Facilities and R&D centers across Asia, the Americas, Europe, and Africa
- > 10 Billion Euro revenues in 2019
- Multiple Leadership Teams



NEED

We were contacted by the client's **AFTER-MARKET BUSINESS UNIT** to perform a diagnostic of how the Leadership Team was functioning, in the light of major organizational changes in 2019, the global pandemic of 2020 and their ambitious future objectives.

CONTEXT AND CHALLENGES

- Recently created team (under 2 years), with consequent uncertainties and opportunities
- Intercultural challenges, with various regional Leadership Teams spread across the globe
- Perceived lack of agility (in a rapidly changing market)
- Complexities in managing relationships with clients during the lockdown periods

GOALS

- To allow the client to reflect and take a step back after two years focusing mainly on short term objectives
- To identify those actions that could have an immediate impact on the organizational performance
- Understand and improve the dynamics of the HQ and of the different regional Leadership Teams

PARTICIPANTS

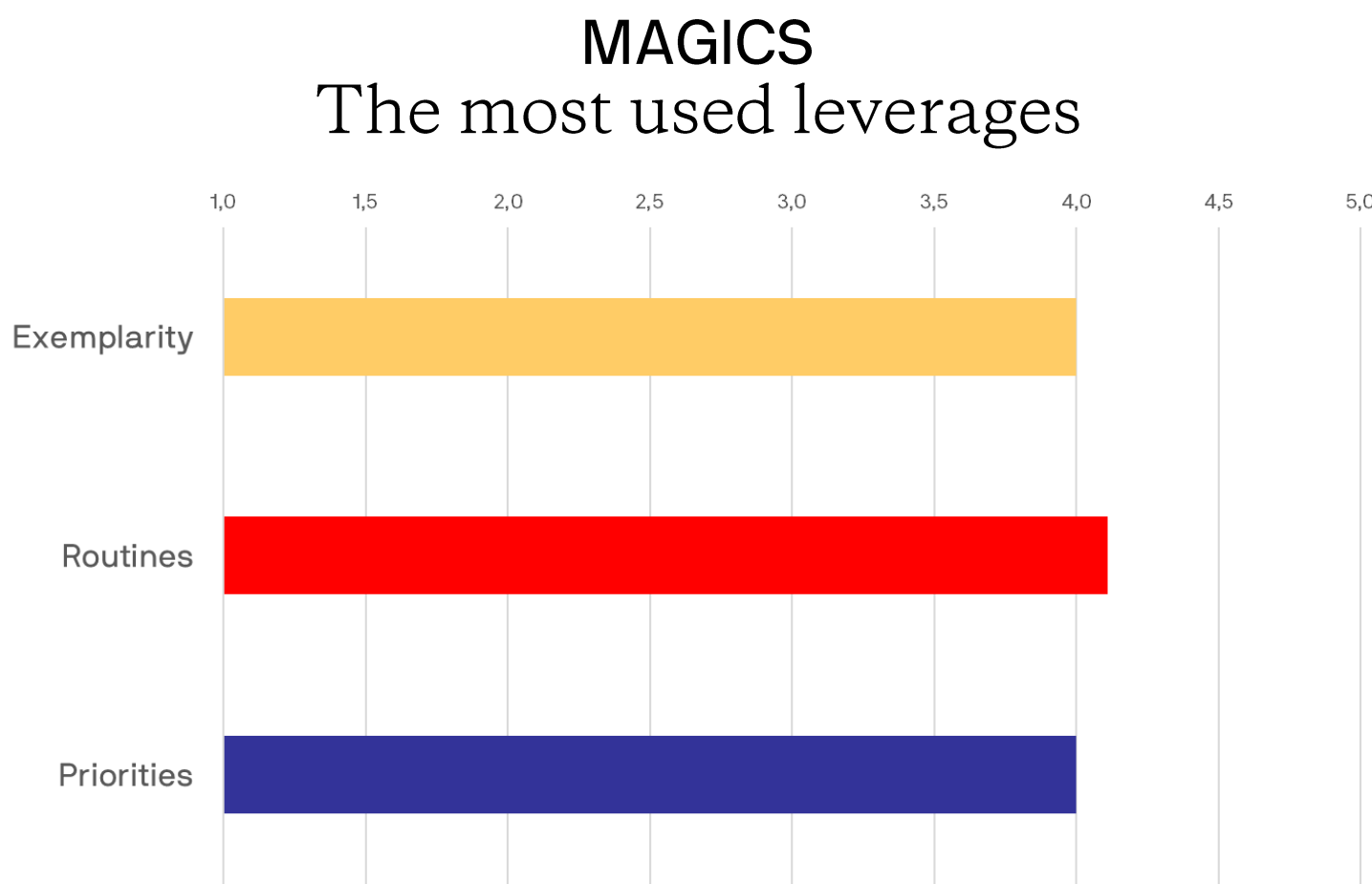
- 30 executives completing the LeadershipTeamMap[®] questionnaire
- Respondents came from 3 different teams: headquarters (HQ), Latin America (LAT), and Europe (EU).



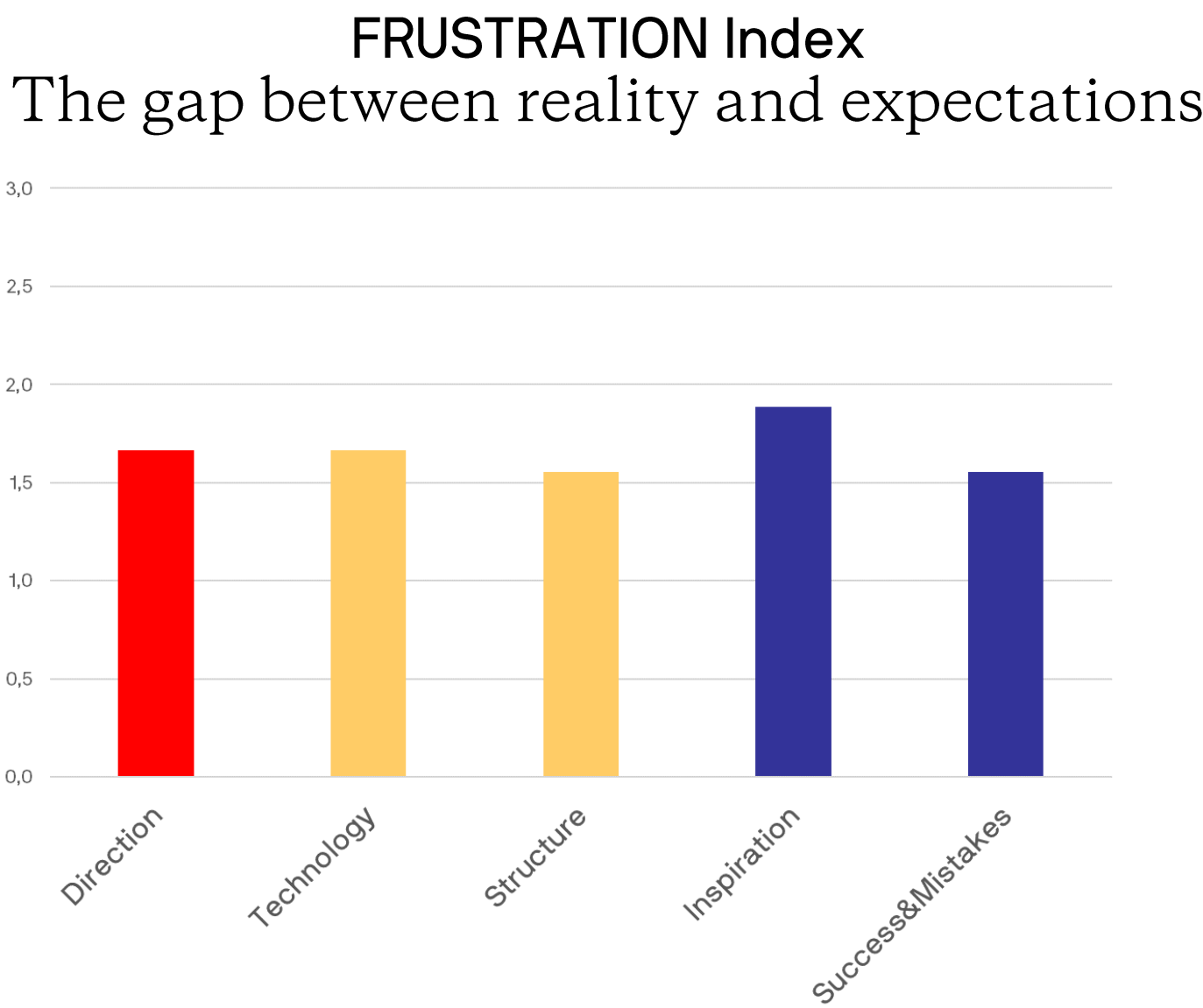
HQ SAMPLE RESULTS

The LeadershipTeam Map® initially explored the key characteristics and the misalignments among the Leadership Team members, and their ability to enable innovation, collaboration, and fast action. Here is a sample result:

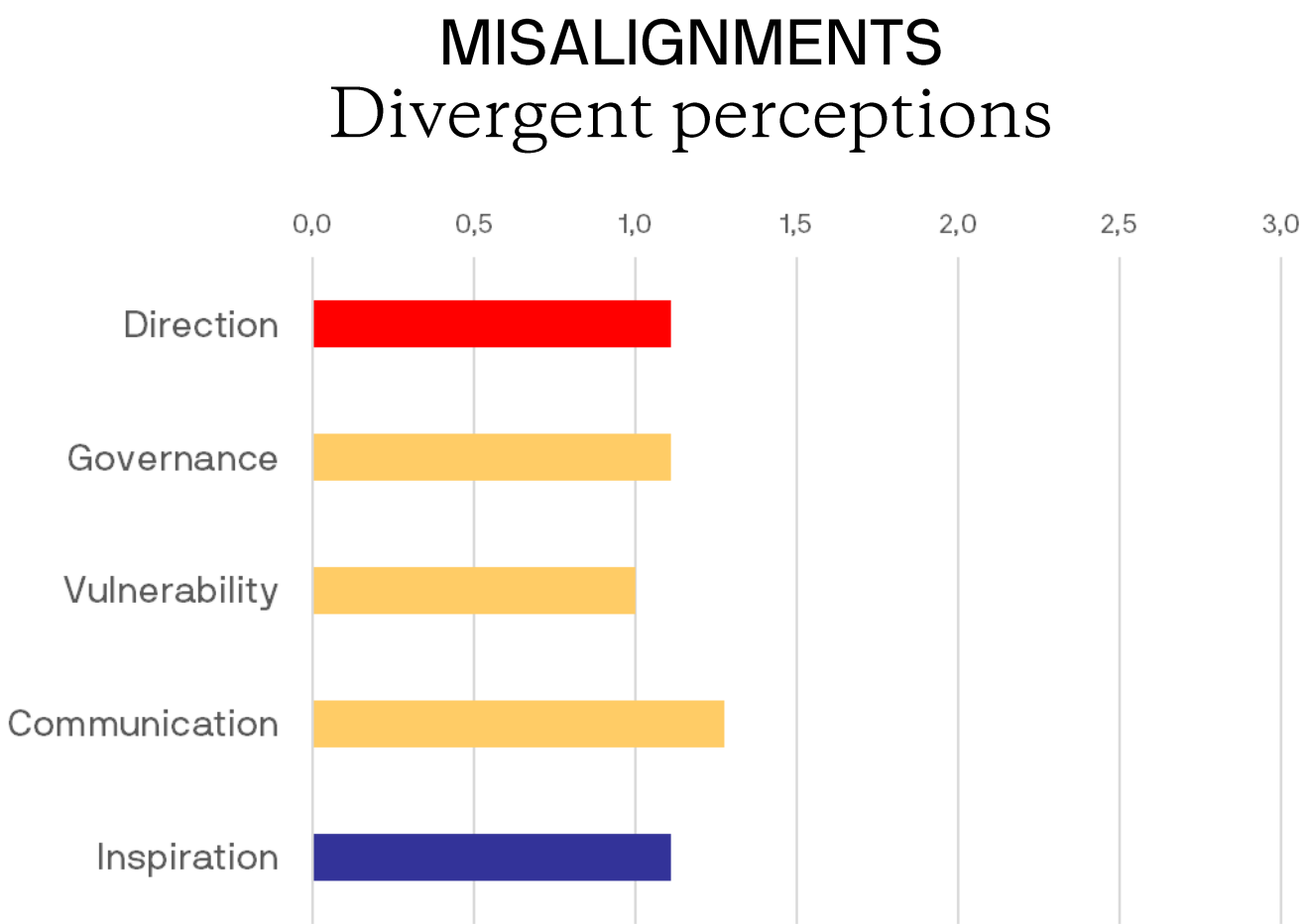
The graphic shows the **MAGIC** of the teams, the strengths you rely upon in order to achieve results.
It's what really makes you a team today.



The graphic shows the **GAPS** between what you need and what you have.
(How important it is to me VS to what extent it currently happens in my Team)

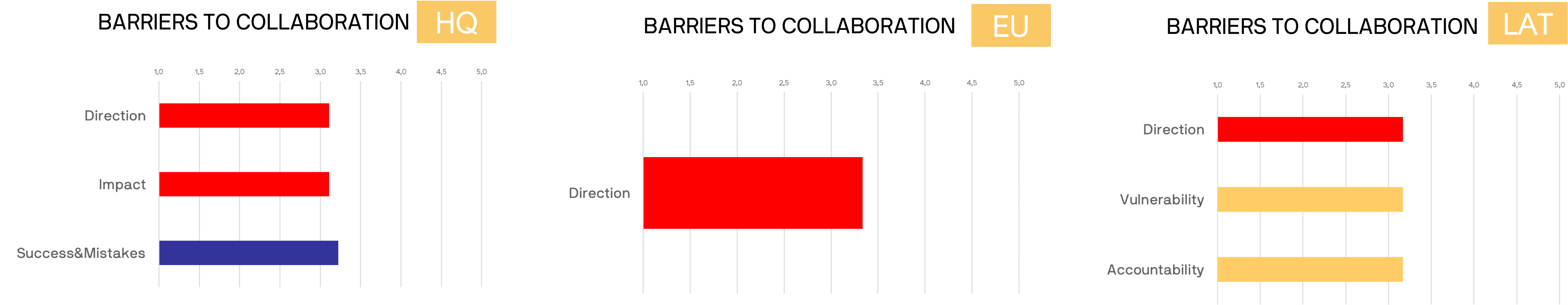


The graphic shows the **MISALIGNMENTS** among team members.
Misalignment might become a source of creativity, conflict or inconsistency.



AGGREGATED SAMPLE RESULTS

- To differentiate systemic patterns from issues belonging to each team’s dynamics, the LeadershipTeam Map® questionnaire results were analyzed by single team (HQ, LATAM and EUROPE) and then compared with each other.

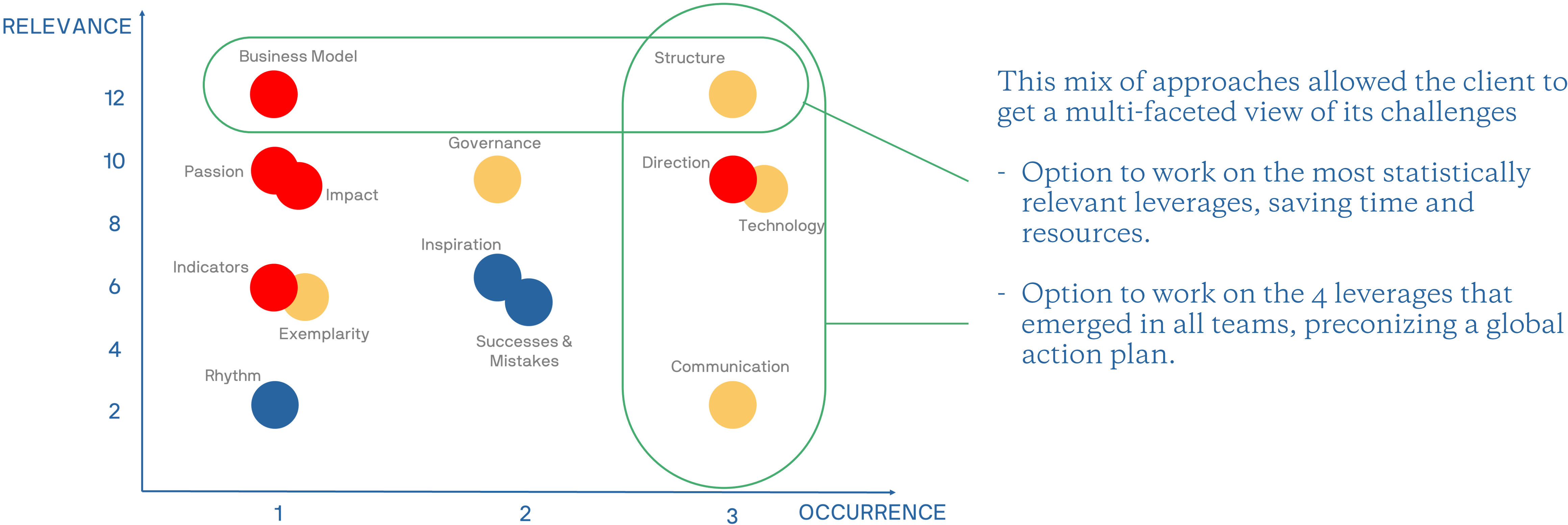


Sample results: barriers analysis for Head Quarters, European and Latin American leadership teams, identifying individual challenges (e.g., *Vulnerability* in LAT) and global ones (*Direction*)



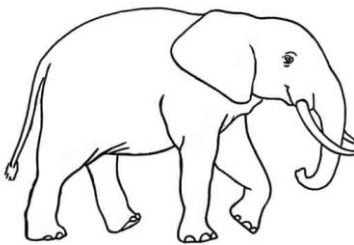
SAMPLE QUANTITATIVE OUTPUT

Results were first mapped to evaluate their relevance and regional occurrence.

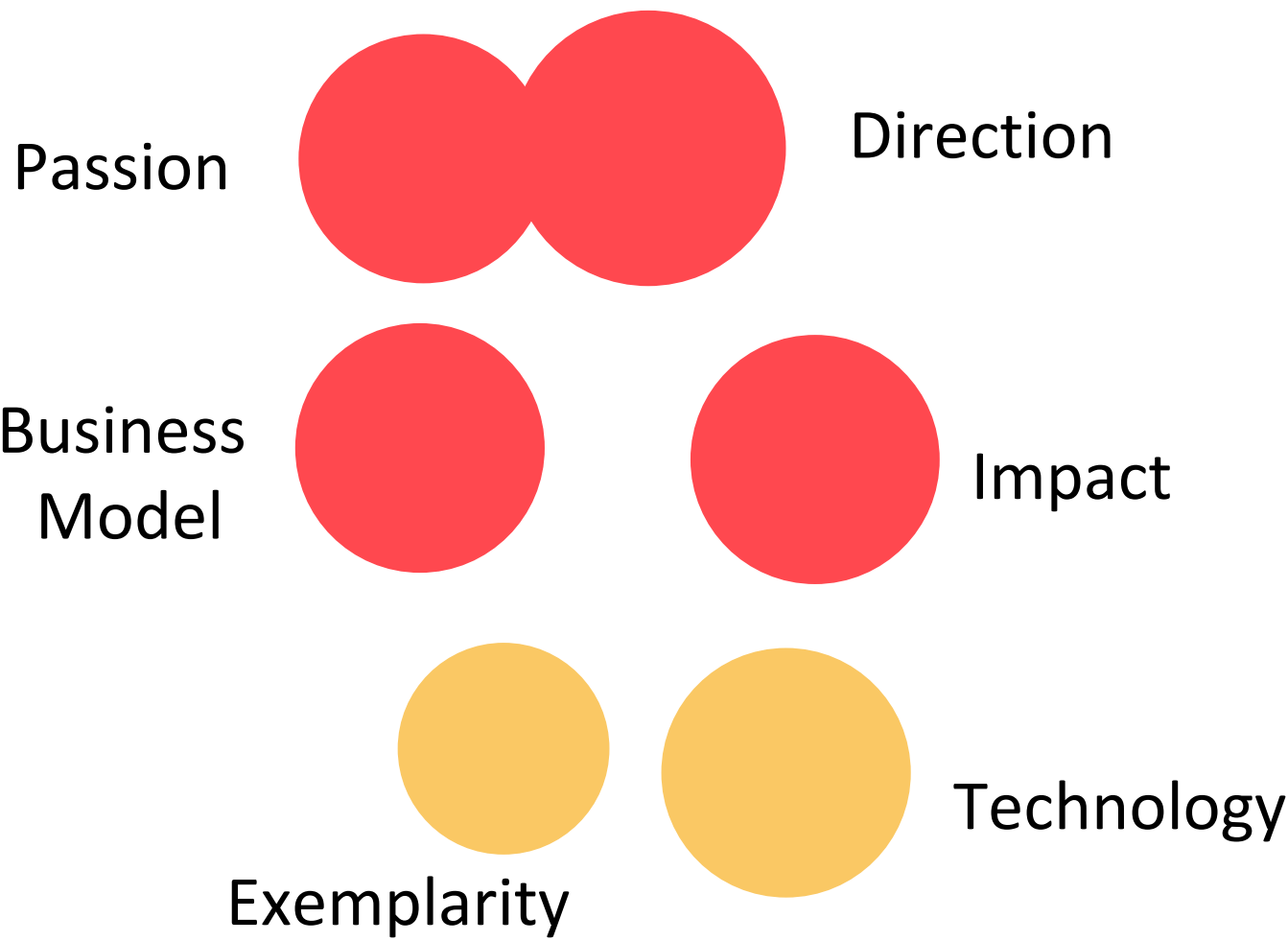


SAMPLE QUALITATIVE OUTPUT

Results were clustered based on our experience.



CONVERSATION: what is your storytelling?



- What storytelling could enhance **Passion** within the Organization and among its stakeholders?
- What kind of **Impact** on People and the Planet would make your storytelling inspiring?
- How can you leverage your **Exemplarity** to encourage collaborators and stakeholders to champion this story?
- What is the **Future** of the Organization? How should it look in 3-5 years?
- How could **Technology** be the backbone of this emerging future?
- What would be the consequent **Business Model**? What wouldn't be?